

MEMORANDUM

MARCH 15, 1981

TO: BOSTON REDEVELOPMENT AUTHORITY
FROM: ROBERT J. RYAN, DIRECTOR
SUBJECT: CONTRACTS WITH THE CITY OF BOSTON

The City of Boston acting by and through its Public Facilities Commission and the Departments of Health and Hospitals, Public Works, Police, and Fire, has agreed to provide the Authority with five hundred ninety eight thousand dollars (\$598,000) of its funds for the period of March 18 through June 30, 1981 to complete various detailed planning studies to improve functional as well as management systems of the individual departments. Under the proposed contracts, Health and Hospitals will contract for one hundred twenty five thousand dollars (\$125,000); Public Works Department for one hundred ninety five thousand dollars (\$195,000); Police Department for one hundred eight thousand dollars (\$108,000); Fire Department for one hundred seventy thousand dollars (\$170,000); for a total sum not to exceed five hundred ninety eight thousand dollars (\$598,000).

Under the terms of the proposed contracts, the Authority would provide a wide range of services and analyses as substantially outlined in Attachment I; and would take on those individuals listed in Attachment II as additional members of the Mayor's Policy Planning Staff, in a temporary professional part-time capacity to aid in carrying out these specific tasks. Each of the temporary appointments listed in Attachment II would commence March 18, 1981 and would terminate June 30, 1981. Under the terms of the proposed contracts with the City of Boston departments, the Authority would be reimbursed within the five hundred ninety eight thousand dollar (\$598,000) budget for all its overhead and also for the cost of those present employees that would be working on these tasks in addition to those listed in Attachment II.

Each of the respective departments has approved the scope of services and the amount of funds to be paid the Authority; and the Public Facilities Commission has delegated to the Authority the responsibility to carry out these tasks on behalf of the several city departments.

It is, therefore, recommended that the Director be authorized to execute appropriate agreements with the City of Boston acting by and through its Public Facilities Commission and/or the individual departments of Health and Hospitals, Public Works, Police, and Fire; all said contracts are to be in the Authority's usual form and to include such other terms and conditions as the Director deems appropriate and in the best interests of the Authority.

Appropriate votes follow:

VOTED: That the Director be and hereby is authorized to execute appropriate agreements by and ~~between~~ the Authority and the City of Boston acting by and through the Public Facilities Commission and/or the individual departments of Health and Hospitals for one hundred twenty five thousand dollars (\$125,000); Public Works for one hundred ninety five thousand dollars (\$195,000); Police for one hundred eight thousand dollars (\$108,000); and Fire for one hundred seventy thousand dollars (\$170,000); whereby the Authority will receive in aggregate five hundred ninety eight thousand dollars (\$598,000) in return for rendering services to these departments. Such services are to be substantially as outlined in Attachment I. It is acknowledged that Public Facilities Commission has delegated to the Authority the responsibility to carry out these tasks and the Authority hereby accepts such delegations. All such contracts are to be in the Authority's usual form and to include such other terms and conditions as the Director deems appropriate and in the best interests of the Authority. All such contracts are to expire on June 30, 1981; and

FURTHER

VOTED: That the Director be and hereby is authorized to retain as additional members of the Mayor's Policy Planning Staff the individuals listed in Attachment II, to be compensated as temporary professional part-time employees at the hourly rates indicated. All such employees are to receive the same benefits as other professional part-time employees of the Authority; and all such appointments are to be effective March 18, 1981 and to terminate on June 30, 1981.

HEALTH AND HOSPITALS

I. BUDGETARY MANAGEMENT ANALYSIS

SCOPE: To study and investigate present management techniques and develop new systems to increase managerial budgetary accountability.

- A. Evaluation and analysis of public health needs and priorities.
- B. Compliance study and analysis of the present Hospital budget and the budgetary goals of the department in light of Proposition 2 1/2.
- C. Detailed study of contractual obligation of the department.
 1. Percentage of present contracts awarded to Boston vendors.
 2. Development of a system to monitor and increase workload contracted to Boston vendors.

II. STUDY OF DEPARTMENTAL ENERGY USE

SCOPE: To analyze present level of energy use by the department and develop recommendations for reducing departmental energy consumption.

- A. Vehicular Energy Audit and Analysis.
- B. Energy Audit and Analysis of all Hospital Buildings.
 1. Effects of energy conservation on the rising costs of health care throughout the City.
 2. Comparative cost analysis of energy use among the three hospitals.

III. DEPARTMENT POLICY AND PLANNING STUDY

SCOPE: To research, analyze and advise departmental policy and planning to promote a comprehensive public health care program throughout the City.

- A. Analyze present delivery resources and capabilities of the department.
- B. Study present department policy for increasing hospital responsiveness to Boston employees and residents.
- C. Comprehensive analysis of departmental capabilities to attract additional funds from other sources to include but not restricted to:
 - federal regulations
 - third party reimbursements
- D. Feasibility of providing a health plan to City employees.
- E. Review and analyze current electronic communications systems and maintenance thereof.

Aggregate cost of the aforementioned studies not to exceed \$125,000.

PUBLIC WORKS DEPARTMENT

SCOPE OF SERVICES

1. PERSONNEL-PAYROLL SYSTEM

Scope of Work: Development of an intergrated personnel-payroll system that will provide improved payroll management, attendance management, benefits information, and position control.

2. CONTRACT ANALYSIS

Scope of Work: Auditing of contracts to improve percentage of contract awarded Boston vendors.

3. BUDGET ANALYSIS

Scope of Work: Analysis of compliance with budget and budget goals.

4. MANAGEMENT ANALYSIS

Scope of Work: Evaluation of Department priorities and efforts to meet those priorities.

5. ENERGY AUDIT

Scope of Work: Audit of energy use by department motor vehicles.

6. PROTOTYPE DEPARTMENT MANAGEMENT SYSTEM

Scope of Work: Develop a prototype of a computer system with department wide application including but not limited to the following:

A.) Automotive Maintenance Branch

- 1.) Maintenance scheduling
- 2.) Parts inventory control
- 3.) Fuel inventory control
- 4.) Replacement analysis
- 5.) Utilization analysis

B.) Street Lighting

- 1.) Maintenance scheduling
- 2.) Parts inventory control
- 3.) Energy consumption
- 4.) Record retrieval
- 5.) Work Order processing

C.) Snow Removal Operations

- 1.) Equipment usage during emergency
- 2.) Hourly dollar consumption
- 3.) District Reports
- 4.) Complaint analysis
- 5.) Billing and accounting

D.) Record Section Inventory

- 1.) Information retrieval
- 2.) Multi-location retrieval

E.) Permit Section

- 1.) Data Storage and handling
- 2.) Patch paving coordination
- 3.) Accounts efficiency
- 4.) Multi-location retrieval

Other areas to study in detail: construction reports, finals, work processing, assessment computation, engineering design and construction progress, and contracts and specifications.

The study should include analysis of most efficient application and recommendations for software and hardware systems.

7. CONSTRUCTION FEASIBILITY REPORT FOR RECREATIONAL USE OF GARDNER STREET LANDFILL.

Scope of Work: To enlarge upon and expand the Sasaki Associates Inc. report on use of the recently closed Sanitary Landfill at Gardner Street, West Roxbury, to include but not be limited to the following:

- A.) Analysis of Sasaki Report
- B.) Analysis of Community Recreational Needs
- C.) Needs of New Adjacent School Facility
- D.) Costs and Alternative Uses
- E.) Production of Conceptual Designs Consistent With Good Environmental Management Practices and Designed to Meet the Needs of the Community.
- F.) Detailed Costs Analysis.

8. CATV IMPACT STUDY

Scope of Work: To study the impact of massive installation of CATV Plant on the infrastructure of the City of Boston. This study should include but not be limited to the following:

- A.) Analysis of the impact on our Streets and Sidewalks
- B.) Analysis on impact to our Future Capital Programming
- C.) Cost-Benefit Analysis on City Owned Conduit in;
 - 1.) Streets proposed for contruction.
 - 2.) All streets where no existing underground telephone conduit or aerial distribution is available.
 - 3.) All street crossings.
- D.) Rate Structure for use of City Owned Conduit
- E.) Fee Structure for Utility Trenches this study should represent an expanded and more specific version of the Malarkey-Taylor Report.

9. ANALYSIS OF A RESOURCE RECOVERY SYSTEM FOR BOSTON

Scope of Work: Study the development of a resource recovery system, either private or public owned, with the objective of reducing the refuse collection and disposal cost consistent with environmental regulations. The study shall include but not be limited to the following:

- A.) Analysis of the Marketability of Refuse in the form of Energy, such as shredded fuel material, steam or electricity.
- B.) Analysis of the Marketability of Materials such as paper, metal glass or residue.
- C.) Analysis of Costs of Construction of such a Facility.
- D.) Analysis of impact on refuse collection-disposal costs.
- E.) Recommendations based on Financial Feasibility.

10. COMPUTERIZED STREET LIGHTING MAINTENANCE SERVICE DELIVERY

Scope of Work: To design, implement and coordinate a computerized work load tracking system for the street lighting division of the Public Works Department. The system will provide regular reports on the timeliness of department response by geographical area and by type of service request. Analysis of the data generated by the system will provide the foundation for future Department decisions on resource allocation in the street lighting division.

11. STUDY OF PUBLIC OPINION CONCERNING STREET-CLEANING

Scope of Work: To conduct a year-long study of public opinion with quarterly analysis of time trends, to measure satisfaction with street cleaning services provided by the Department in specific target neighborhoods identified as having acute service delivery needs. Analysis of public perception will provide the foundation for Department decisions on resource allocation in the Sanitation Division.

P O L I C E D E P A R T M E N T

1. MANAGEMENT/COMMUNICATIONS SYSTEMS

Scope of work: To study and recommend improved application of communications systems and the maintenance of such systems.

2. MANPOWER DEVELOPMENT STUDY

Scope of work: To study present deployment procedures and recommend methods of increasing visibility throughout the City.

- A. Detailed analysis of present manpower deployment by district.
- B. Analysis and comparative study of present manpower deployment and the respective district crime rate.
- C. Cost analysis per capita by district at present manpower levels.
- D. Monitor the Public Housing Security Plan
 - 1) Impact on Manpower Deployment
 - 2) Effects on Public Housing Crime Rate
 - 3) Effects on Crime rate in areas immediately surrounding Public Housing.
- E. Monitor Business District Security Plan
 - 1) Impact on present Manpower Deployment
 - 2) Effects on Business District crime rates.
 - 3) Effects on residential crime rates.
- F. Development of a Special Events Manpower Deployment Plan
 - 1) Analysis of district potential problem areas.
 - 2) Analysis of district limitations (i.e. traffic congestion)
 - 3) Manpower availability by district
 - 4) Cost analysis of manpower deployment for social events.

3. ENERGY CONSERVATION STUDY

Scope of work: To study present energy use by the Police Department and a thorough analysis of possible energy saving measures.

- A. Study of departmental savings via strict facilities planning
 - 1) Analysis of district use of all police facilities.

- B. Analysis and report of present Police Department energy use
 - 1) Cost analysis of energy use in Police Department buildings.
 - 2) Cost analysis of energy use in Police Department vehicles.

4. MANAGEMENT AND BUDGET STUDY

Scope of work: To study and analyze present management techniques relative to the awarding of contracts within the Police Department and their effects on budgetary control and accountability.

- A. Analysis of existing contracts with private vendors.
- B. Development and implementation of a contract control mechanism which can monitor and audit the percentage of contracts awarded to Boston vendors.
- C. Analysis of contracts and their effect on managerial techniques
- D. Comprehensive study of the personnel payroll system and its effects on the efficient management of the Police Department.

5. ANALYSIS OF ANNUAL CRIME STATISTICS

Scope of work: To thoroughly study and analyse the annual crime statistics.

- A. Quarterly reports on the local crime rate versus the national average.
- B. Quarterly reports and analyses on the local crime rate as compared to the top 20 cities in the country.

SCOPE OF SERVICES

The Boston Redevelopment Authority will provide to the Boston Fire Department the following services:

1. Personnel-Payroll System: Development of an intergrated personnel-payroll system that will provide improved payroll management, attendance management, benefits information, and position control.
2. Contract analysis: Auditing of contracts to improve percentage of contract awarded Boston vendors.
3. Budget analysis: Analysis of compliance with budget and budget goals.
4. Management analysis: Evaluation of Department priorities and efforts to meet those priorities.
5. Energy Audit: Audit of energy use in Fire Department buildings and by department motor vehicles.
6. Facilities Planning: Analysis of building consolidations and improvements in relationship to energy use.
7. Maintenance Study: An analysis to reduce maintenance costs for Department motor vehicles and development of service history methods and downtime collection methods.
8. Arson Information: Study of the feasibility of computerizing arson related files.
9. Fire Alarms Study: Analysis of the need for a fire alarm box system in light of budget restraints and the "Coin free Dial 911" system installation in Boston.
10. Communications Analysis: Establishment of a city-wide communications system tieing in police and Health and Hospitals with the Fire Department command radio channel and improvements in the Fire Department communications system including maintenance of that system.
11. Emergency Planning: Providing coordination for emergency planning of the Fire Department with other city agencies as well as state, federal and private organizations.
12. Cable TV: Study of the use of cable TV by the Department in the areas of fire prevention and education, fire alarm systems, communications, dispatch, and training of employees.

TEMPORARY HOURLY PROFESSIONAL PART-TIME EMPLOYEES

The following temporary hourly professional part-time employees, Members of the Mayor's Policy Planning Staff, will be hired for a fifteen week period, effective March 18, 1981 through June 30, 1981 for a maximum of 35-hours per week:

<u>NAME</u>	<u>HOURLY RATE</u>
William Blackburn of Hyde Park	\$10.12
Theresa C. Daley of Brighton	6.69
Bruce Desmond of Hyde Park	10.94
Thomas Ericson of Boston	10.94
Stephen Fox of Boston	10.94
Martha Goldsmith of Jamaica Plain	16.96
Wendy Gray of Boston	16.96
Paul Griffin of Roslindale	9.30
Ann Hogan of East Boston	8.44
Peter Hooper of West Roxbury	6.42 15 ⁰⁰ per Helen Conley
Thomas Hosker of East Boston	12.04
Beverly Iacoviello of Boston	6.84
Helen Killion of West Roxbury	6.56
Joseph Kovalik of Boston	15.32
Jane Leiby of Dorchester	8.21
James Leitner of Charlestown	16.96
Pauline McDonough of Dorchester	8.75
Nelly Montes of Roxbury	6.02

TEMPORARY HOURLY PROFESSIONAL PART-TIME EMPLOYEES

<u>NAME</u>	<u>HOURLY RATE</u>
Delcine Palmer of Roslindale	\$11.49
Denise Parisi of East Boston	10.12
Linda Ravalli of Boston	7.93
Arnold Sapenter of Boston	12.58
Lisa Savereid of Boston	16.96
Maureen Schaffner of Dorchester	16.42
Lauren Smith of Boston	10.94
Nancy Sullivan of Charlestown	6.84
Alex Taft of Boston	15.32
Sharon White of Mattapan	5.19
Marjorie Cohen of Boston	12.04
Peter Epstein of Boston	8.21
Odessa Franks of Dorchester	6.56
Roy Bishop of Dorchester	22.99
Elly Bladuell of Roxbury	6.29
Kerry Cheever of Hyde Park	8.21
Catherine Connolly of Roslindale	8.78
Carol Cronin of West Roxbury	8.18
Geraldine DeFlumeri of East Boston	6.51
Lawrence Fallon of Quincy	10.95
Kathleen Grace of Dorchester	10.13
Maria Irurrondo of East Boston	8.21

ATTACHMENT II

TEMPORARY HOURLY PROFESSIONAL PART-TIME EMPLOYEES

<u>NAME</u>	<u>HOURLY RATE</u>
Paul Lorris of Dorchester	\$ 16.37
Steven Kropper of Dorchester	10.95
Carol Madsen of Somerville	14.50
Robert Marak of Boston	8.76
Dean Nikitas of Brighton	12.32
Frances Rugo of Dorchester	15.06
Julie Slavet of Dorchester	8.21
Robert Stanton of Brighton	10.78
James Vincent of Boston	16.42
Maureen Richards of West Roxbury	6.84
Mark Hingston of Boston	11.22
Bruce Bolling of Dorchester	11.49
Donald Feener of Brighton	12.00
Anthony Rodriquez of South End	12.86
Susan Morgan of West Roxbury	13.68
Jill Thiemann of Boston	8.21
Richard Probert of Dorchester	8.21
Kerry Dacey of Dorchester	8.21
Francis Lyons of Boston	15.60
Albert Chardovoyne of Boston	9.86
Mary Beth Danenbarger of Boston	19.23